

Arizona Commission on the Arts

Guide to Grants for Organizations and Schools 2009-2010

Fiscal Year 2010 Grants

General Operating Support

Grant Deadline: Thursday, March 19, 2009

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OVERVIEW

General Operating Support (GOS) Grants assist arts organizations with administrative and/or artistic expenses. GOS Grants are available to arts organizations of all sizes, local arts agencies and tribal museums, whose primary mission is to produce, present or serve the arts. Organizations may use GOS funds for general operating expenses (frequently the most difficult type of grant to obtain) as well as leverage for other public and private funding. All grant awards are based on organizational operating income and must be matched with cash (at least 1:1) by the organization.

Alternate Year Applications

All organizations that received GOS funding in FY08 and FY09 may apply on a staggered two-year cycle. New applicants at any level must submit a full application. During alternate years, GOS grantees will keep the same funding priority received during the last panel review. Actual grant awards may fluctuate from one year to the next depending on the availability of Commission funds.

Those required to submit Alternate Year materials this year will, through EGOR, update their Organization Profile, submit their cultural diversity plan, update their board information and three-year budget, and submit one paragraph reporting on any staff or programmatic changes since last year's application and the impact of these changes on the organization. For information about your organization's application requirements this year, review the GOS Multi-Year Funding document or contact the Commission.

Percentage of Arts Programming

In order to be eligible for operating support, organizations must be dedicated to producing, presenting or serving the arts as their primary mission.

Multidisciplinary or multipurpose organizations are eligible for operating support if they are able to demonstrate that the arts comprise at least 50% of their organization's public programming. Multidisciplinary or multipurpose organizations are advised to contact the Commission staff member most relevant to their programming to discuss eligibility and the manner in which they can best demonstrate their percentage of arts programming relative to their comprehensive public offerings.

Letter of Intent

A Letter of Intent to Apply is highly recommended for first-time GOS grant applicants and applicants that are applying after not receiving Commission funding for two fiscal years or more. A Letter of Intent to Apply is required to change levels of GOS. A Letter of Intent to Apply is also required for entry into the Organizational Development Grant program.

Letters of Intent should not exceed one page in length. Applicants must include the time and date of the organization's next board meeting, to invite a Commission staff member to possibly attend and discuss the guidelines and goals of the General Operating Support Grant program, schedule permitting.

Letter of Intent to Apply Postmark Deadline: Monday, March 2, 2009. Send to: GOS Letter of Intent, Arizona Commission on the Arts, 417 West Roosevelt Street, Phoenix, AZ 85003-1326.

GOS Grant Levels

- Organizational Development Grant (ODG)
- GOS I
- GOS II
- GOS III
- Basic/Locals Aid

FUNDING CRITERIA

The following criteria are the basis for the panel review of General Operating Support applications and relate to the four narrative sections of the online application:

- **Artistic quality** and creativity of the organization (for service organizations, *quality of service*)
- Ability of the organization to serve the **needs of the community**, including potential public exposure and public benefit, and efforts to reach artists and audiences from diverse groups
- **Managerial/administrative ability** of the applicant organization to carry out arts programming and properly administer funds granted
- **Appropriateness of the applicant organization's budget** to carry out its proposed program(s)

Funding Eligibility Scale for Organizational Development Grant and GOS

	If your adjusted operating income is between:	Maximum grant amount:	Maximum \$ amount:
ODG	\$2,000 minimum	\$1,000	\$1,000
GOS I	\$25,000 - \$124,999	7% of FY09 Estimated Income	\$7,000
GOS II	\$125,000 - \$249,999 OR if your organization employs a full-time director	10% of FY09 Estimated Income or 50% of Director's Salary	\$12,500
GOS III	\$250,000 - \$399,999	7% of FY09 Estimated Income	\$22,000
	\$400,000 - \$799,999	5.5% of FY09 Estimated Income	\$27,000
	\$800,000 or higher	4% of FY09 Estimated Income	\$39,000
Basic and Locals Aid	Large arts organizations with total adjusted operating incomes in excess of \$1,500,000 and large local arts agencies with total adjusted operating incomes in excess of \$1,000,000.	The maximum Commission grant amount is calculated by taking the adjusted operating income from FY07, FY08 and FY09; averaging; then calculating a percentage of that average. Last year, the percentage was 1.69%. No award is less than the maximum GOS III award of \$39,000.	

For more information about the GOS Funding Eligibility Scale, please contact Mitch Menchaca, Senior Director of Programs at 602-771-6529 or mmenchaca@azarts.gov.

GOS GRANT LEVELS

Organizational Development Grant

The Organizational Development Grant (ODG) provides grants and technical assistance for emerging arts and service organizations to assist with initial organizational development. Technical assistance provided as a part of the program to help organizations develop and grow may be mandatory. This program is not focused on the organization's artistic quality, but is focused heavily on the health, capacity and stability of the organization. Organizational Development Grants will not be evaluated during the formal grants panel review process, but will be adjudicated through an in-house Commission staff review and approved by the Governor-appointed Commission (board).

The program offers applicants the minimum general operating support grant award, plus targeted technical assistance, which may include consultation from the Consultants Services Program, should the organization choose to take advantage. These grants may be used for any administrative and/or artistic expenses.

A Letter of Intent to Apply is required for entry into this grant area, Please see page 3 for more information.

Program requirements:

- 1 successful year of arts related programming
- A minimum operating budget of \$2,000
- Must be a non-profit organization, government entity or have a fiscal sponsor
- Must attend a Stabilization and Capacity Building Workshop after receiving the grant

After successful participation in the Organizational Development program, grantees whose organizations meet the minimum requirements may apply for General Operating Support Levels I, II, or III.

Organizations may only apply for Organizational Development Grants for three consecutive years. After three years if an organization does not grow in capacity to meet the requirements to enter a GOS level, they are ineligible to apply for a year's cycle. Organizations not applying for ODG or GOS may still apply for Project Grants.

	If your adjusted operating income is between:	Maximum grant amount:	Maximum \$ amount:
ODG	\$2,000 minimum	\$1,000	\$1,000

Organizational Development Grant – Minimum/Maximum Grant Award: Flat Grant Amount of \$1,000

General Operating Support Level I

GOS I grants assist arts organizations with small annual operating budgets that do not employ full-time executive, managing or artistic directors. These grants may be used for any administrative and/or artistic expenses.

Program requirements:

- 2 successful years of arts related programming
- A minimum operating budget of \$25,000
- Must be a non-profit organization, government entity or have a fiscal sponsor
- Must attend a Stabilization and Capacity Building Workshop after receiving the grant

	If your adjusted operating income is between:	Maximum grant amount:	Maximum \$ amount:
GOS I	\$25,000 - \$124,999	7% of FY09 Estimated Income	\$7,000

Priority:	High+	High	Medium+	Medium	Low+	Low
% of Operating Support:	7%	6.5%	6%	5.5%	5%	4.5%
Funding Maximum:	\$7,000	\$6,500	\$6,000	\$5,500	\$5,000	\$4,500

General Operating Support – Minimum Grant Award: \$1,125 (This is based on an organization with a minimum operating budget of \$25,000 receiving a Low ranking during the panel process.)

General Operating Support Level II

GOS II grants assist arts organizations that employ or intend to employ a professional full-time manager OR that have a minimum operating budget of \$125,000. These grants may be used for any administrative and/or artistic expenses.

Program requirements:

- 3 successful years of arts related programming
- Organization must employ a full-time executive, managing, music, or artistic director at time of application OR have a minimum operating budget of \$125,000
- Must be a non-profit organization or a government entity

	If your adjusted operating income is between:	Maximum grant amount:	Maximum \$ amount:
GOS II	\$125,000 - \$249,999 OR if your organization employs a full-time director	10% of FY09 Estimated Income or 50% of Director's Salary	\$12,500

(Operating Budget of \$125,000 or more)

Priority:	High+	High	Medium+	Medium	Low+	Low
% of Operating Support:	10%	9.5%	9%	8.5%	8%	7.5%
Funding Maximum:	\$12,500	\$12,000	\$10,500	\$10,000	\$8,000	\$7,500

(Full-time Director)

Priority:	High+	High	Medium+	Medium	Low+	Low
% Eligible Salary	50%	45%	40%	35%	30%	25%
Funding Maximum:	\$12,500	\$12,000	\$10,500	\$10,000	\$8,000	\$7,500

General Operating Support Level III

GOS III grants support mid-sized to large arts organizations. New applicants must be evaluated by a management/program audit prior to entry into the GOS Level III program. To allow sufficient time for completion and review of audit, an organization must contact Commission staff if planning to apply for GOS III funding for the first time. Audits will be reviewed by the Commission. The Commission makes final decisions about entry into the GOS III level.

In a year where an organization is undergoing dramatic artistic, programmatic or management change, the organization may be asked to submit a complete application, regardless of alternate year status.

Program requirements:

- 3 successful years of arts related programming
- Must be a non-profit organization or a government entity
- Organization must employ a full-time executive, managing, music, or artistic director
- A minimum operating budget of \$250,000

Note: Organizations with fundraisers (sales, auctions and raffles) raising \$100,000 or more must include details within application/budget about the costs of any items purchased for sale/auction/raffle, and those costs will not be included in award calculation.

	If your adjusted operating income is between:	Maximum grant amount:	Maximum \$ amount:
GOS III	\$250,000-\$399,999	7% of FY09 Estimated Income	\$22,000
	\$400,000-\$799,999	5.5% of FY09 Estimated Income	\$27,000
	\$800,000 or higher	4% of FY09 Estimated Income	\$39,000

Priority:	High+	High	Medium+	Medium	Low+	Low
% of Income \$250,000-\$399,999:	7%	6.5%	5.5%	5%	4%	3.5%
Funding Maximum:	\$22,000	\$21,500	\$18,000	\$17,500	\$15,000	\$14,500

Priority:	High+	High	Medium+	Medium	Low+	Low
% of Income \$400,000-\$799,999:	5.5%	5%	4%	3.5%	3%	2.5%
Funding Maximum:	\$27,000	\$26,500	\$24,500	\$24,000	\$22,500	\$22,000

Priority:	High+	High	Medium+	Medium	Low+	Low
% of Income over \$800,000:	4%	3.5%	3%	2.5%	2%	1.5%
Funding Maximum:	\$39,000	\$38,500	\$32,500	\$32,000	\$25,500	\$25,000

Basic and Locals Aid

Basic and Locals Aid provides general operating support to Arizona's large arts organizations with total adjusted operating incomes in excess of \$1,500,000 and large local arts agencies with total adjusted operating incomes in excess of \$1,000,000.

New applicants must be evaluated by a management and program audit prior to entry into the program. To allow sufficient time for completion and review of audit, an organization must contact Commission staff if planning to apply for Basic/Locals Aid funding for the first time. Audits will be reviewed by the Commission. The Commission makes final decisions about entry into the Basic/Locals Aid programs.

Program requirements:

- Organizations must demonstrate artistic and management stability prior to participation in Basic/Locals Aid.
- Organizations must be 501(c)3 arts organizations or units of city government with at least five-year track records of producing or presenting arts programming; must have full-time paid management and artistic staff.
- Organizations must submit a complete application and Cultural Diversity Plan.
- Organization must serve a broad audience and public.
- At least 25% of adjusted revenues must be earned income (except local arts agencies).
- At least 25% of adjusted revenues must be contributed income, exclusive of restricted gifts (except local arts agencies).
- All applicants must be engaged in long-term planning, with respect to their mission statement and strategic plan (approved by the board) for the next 3-5 year period. NOTE: This plan must be current at the time of application.
- All Basic and Locals Aid applicants must have an education plan, approved by the organization's Board. Organizations should consider vision and mission and how that may address preK-12 learning. If preK-12 learning is not appropriate to an organization's mission, the organization must document why and outline how their plan includes the support of lifelong learning. Plans must be submitted with Full Year Applications. Applicants must show financial resources to support that plan including a full-time staff person designated to develop and implement the plan. Applicants are encouraged to contact the Commission's Arts Learning staff with questions about this plan.
- Organizations cannot use Commission funds for regranteeing, unless permission is received.
- Organizations with fundraisers (sales, auctions and raffles) raising \$100,000 or more must include details about the costs of any items purchased for sale/auction/raffle, and those costs will not be included in award calculation.

	If your adjusted operating income is between:	Maximum grant amount:	Maximum \$ amount:
Basic and Locals Aid	Large arts organizations with total adjusted operating incomes in excess of \$1,500,000 and large local arts agencies with total adjusted operating incomes in excess of \$1,000,000.	The maximum Commission grant amount is calculated by taking the adjusted operating income from FY07, FY08 and FY09; averaging; and then calculating a percentage of that average. Last year, the percentage was 1.69%. No award is less than the maximum GOS III award of \$39,000.	

ADDITIONAL REQUIREMENTS AND INFORMATION

ADA/Accessibility Plan

In 1973, section 504 of the Rehabilitation Act forbid discrimination against people with disabilities in any activity or program that received federal financial assistance. In 1990, the Federal Government passed the Americans with Disabilities Act (ADA) which prohibits discrimination on the basis of disability in employment, state and local government, public accommodations, commercial facilities, transportation and telecommunications. The Arizona Commission on the Arts receives funding from both federal and state governments, which is distributed to communities throughout Arizona in the form of grants and services. Organizations that receive public funding must serve the needs of their community, including providing access to people with disabilities.

The Commission is committed to the concept of inclusion and has implemented a 3 Year ADA/Accessibility Plan with its grantee organizations:

- In FY09 all grantees were required to complete an Accessibility Checklist to assess their existing facilities and programs. They were encouraged to assign an ADA/Accessibility Coordinator and begin working towards an ADA/Accessibility Plan.
- **In FY10 grantees are required to submit an ADA/Accessibility Report as an attachment to the year-end Final Report. This should include steps towards implementation of an ADA/Accessibility Plan.**
- In FY11 grantees will be required to submit an ADA/Accessibility Plan along with their grant application. An ADA/Accessibility Plan is a written document describing the programs and resources that an organization commits to ensure participation for people of all abilities. It should identify the person/people responsible for access issues, provide a review of existing facilities and programs offered, evaluate past efforts, and summarize future goals and strategies and outline changes. This formal document will need to be signed by the organization's Board Chair/President. It will be a component of funding recommendations by the Grants Review Panels. This grant condition must be met before an organization's funding is distributed.

For more information about ADA/Accessibility Plans, please contact Jaya Rao, Accessibility and Small Grants Coordinator at 602-771-6532 or jrao@azarts.gov.

Cultural Diversity Plan

In 1989, the Arizona State Legislature established the Arizona ArtShare Endowment. These funds support the General Operating Support Grants awarded by the Arizona Commission on the Arts. Part of legislation requires that organizations awarded General Operating Support serve the needs of the community, including efforts to reach artists and audiences from culturally diverse groups. Grant conditions, which must be met before an organization's funding is distributed, include representation by racial/ethnic community members on their board of directors, and submission of a current Cultural Diversity Plan with the grant application.

Organizations must upload a copy of their current Cultural Diversity Plan, along with other supplementary materials when their EGOR grant application is submitted. This plan should assure racial and ethnic participation on your board. The Cultural Diversity Plan must:

- List goals and strategies to identify representatives from racial or ethnic communities
- Evaluate past efforts to reach racial or ethnic board members
- List resources to be contacted to increase racial or ethnic representation on your board
- Be current, and approved by the Board of Directors at a recent meeting, and signed and dated by the organization's Board Chair/President

The panel will consider this information as well as the board chart applicants complete in EGOR.

Some organizations have submitted Cultural Diversity Plans which are broader in scope; they address gender, age, sexual orientation, disability, geography, or other diversity issues; describe artistic programming, staffing or advisory councils that connect to the organization's diversity goals; or relate the board's policies, or holistic organizational approaches, that address building diversity. As the Arizona State Legislature is specific in its requirements, such information is not requested or required by the Commission; however organizations may certainly submit Cultural Diversity Plans that are broader in nature, as long as the required information is there.

For more information about Cultural Diversity Plans, please contact Mitch Menchaca, Senior Director of Programs at 602-771-6532 or mmenchaca@azarts.gov.

Supplementary Materials

Organizations are required to submit some or all of the following supplementary materials in support of GOS applications. **Supplementary materials will not be returned to the applicant.**

The following materials are REQUIRED and must be uploaded to EGOR:

- Federal Tax Exemption Letter (first-time applicants only). This is a letter from the IRS granting 501(c)3 status to an organization or a designated fiscal agent. It is NOT the letter assigning a Federal Tax ID Number. Public schools and units of government are exempt from this requirement.
- 3 Year Arts Programming List. A list of the previous, current and upcoming years' arts programming (no more than 3 pages). Describe or annotate the program statements to help panelists understand the nature of the organization's programs.
- Current Staff List (or Volunteer List, if your organization is an all-volunteer organization). Please list full name and position, and number of years with organization.
- Cultural Diversity Plan. See page 11 for description.
- Strategic Plan (GOS III & Basic/Locals Aid only). The most current strategic plan, business plan or organizational workplan, formally adopted or approved by the organization's governing board.
- Education Plan (Basic/Locals Aid only). A description of the previous, current and upcoming years' education programming (no more than 3 pages). If the name of workshop or program is not descriptive, describe or annotate the program statements to help panelists understand the nature of your education programs.

Within the plan, organizations should consider their vision and mission and how they may best address preK-12 learning. If preK-12 learning is not appropriate to an organization's mission, the organization must document why and outline how their plan includes the support of lifelong learning. Applicants must show financial resources to support the plan, including a full-time staff person designated to develop and implement the plan.

The following materials are OPTIONAL and must uploaded to EGOR:

- In-Kind Support List. List of known in-kind support committed to the organization during the funding period outlined in the application, and from whom.

► Upon completion of the Supplementary Materials Checklist in EGOR, you will generate a Supplementary Materials Cover Page that must be sent with any mailed materials. Mailed materials must be mailed in one envelope and postmarked by the grant deadline.

The following materials are REQUIRED and must be mailed to the Commission offices, postmarked by the grant deadline date:

- Fiscal Sponsor Letter of Agreement (if applicable). If using a Fiscal Sponsor, an organization must submit a letter signed by an authorized official of the Fiscal Sponsor organization agreeing to receive any grant funds on behalf of the grantee, distribute them to the grantee organization and maintain appropriate financial records.

(Supplementary Materials List continued on page 13)

The following materials are **OPTIONAL** and must be mailed to the Commission offices, postmarked by the grant deadline date:

- Paper Materials (including brochures, programs, catalogs, flyers, etc.) Limited to 5 examples.

Restrictions:

- No Audio, Video, or Visual Materials (beyond paper materials outlined above) will be accepted or reviewed for General Operating Support grants.

General Operating Support Grants Do Not Fund

- Any division of local, state or federal government except Tribal Museums or Local Arts Agencies (including arts councils and arts commissions)
- Organizations not dedicated to producing, presenting or serving the arts as their primary mission (the arts must comprise at least 50% of programming to be eligible)
- Schools, including public, private and charter
- Programming/production projects (see Project Grants)
- Auxiliary/affiliate organizations
- Organizations that received Commission funding in fiscal year 2008 but failed to file a final report by November 15, 2008
- Debt reduction
- Regranting, unless permission is received
- Lobbying expenses
- Any costs other than those delineated in the Guide to Grants and relevant Funding Eligibility Scales

Submitting a Draft

New applicants are strongly encouraged to contact the Commission well in advance of the deadline to discuss proposed project(s). New applicants may request Commission staff review draft applications for feedback. Only complete applications can be submitted as drafts. **Drafts must be submitted through EGOR no later than Monday, March 2, 2009 and applicants must notify the appropriate Commission grant contact of draft submission.** Staff review does not guarantee funding, but can help strengthen an application.

COMPLETING AN ONLINE GOS APPLICATION IN EGOR

Application Narrative

Applicants are asked to address the following questions within the application and are required to complete a three-year budget (to address the criterion related to *appropriateness of budget*). In addition, applicants are asked to identify staff, board and project directors, and are asked to identify grant and audience type.

In EGOR, questions require yes/no or short form responses unless a character count is indicated.

Applicants are strongly advised to develop responses to narrative questions using word processing software, to save often, and then to copy and paste completed responses into the EGOR application.

Applicants will be required to answer all questions completely in the text boxes provided. Applicants are advised to assume that the panel reviewing grant applications knows nothing about your community, school, organization or programming.

Review Criterion: Artistic Quality (for service organizations, Quality of Service)

- Describe your organization's artistic goals and measures of success for the funding period. 500 characters maximum.
- Describe your organization's artistic quality, creativity or artistic service. Consider your mission while responding to this question. 3000 characters maximum.

Review Criterion: Community Needs

- Describe the community(ies) your organization will serve during the funding period. 350 characters maximum.
- State the size of your total audience/attendance/participants in public programs over the past year.
- State how many people you expect to reach during the grant period.
- Considering your mission and with as much specificity as possible, how does your organization serve its community(ies)? 2450 characters maximum.

Review Criterion: Administrative and Managerial Ability

- Describe your organization's administrative/managerial ability. Describe your organization's capacity and strengths. 1600 characters maximum.
- Do you have a written organization plan?
- Does your organization have a strategic plan, business plan or workplan? If yes, briefly describe the role of the plan in relationship to your organization's operations. 200 characters maximum.
- In what year was your current plan developed?
- Has it been formally adopted/approved by your Board?
- What time period does your plan cover?
- Describe your planning process. Who contributes to your plan? What is your planning timeline? How does your plan relate to your organization's short and long-term goals? 675 characters maximum.
- Describe the history of the organization in presenting, producing or serving the arts. 1600 characters maximum.

STAFF CONTACTS

Please contact Mitch Menchaca, Senior Director of Programs at 602-771-6529 or mmenchaca@azarts.gov for questions related to the following organizations:

- Organizations receiving Basic or Locals Aid
- Local Arts Agencies in the GOS I, II and III levels
- Organizations applying for Organizational Development Grants
- Performing Arts Organizations in the GOS I level
- Service Organizations in the GOS I, II and III levels
- Tribal Museums in the GOS I, II and III levels

Please contact Mandy Buscas, Arts Learning Director at 602-771-6525 or mbuscas@azarts.gov for questions related to the following organizations:

- Arts Learning Organizations in the GOS I, II and III levels

Please contact Adriana Gallego, Visual Arts Director at 602-771-6530 or agallego@azarts.gov for questions related to the following organizations:

- Visual Arts Organizations in the GOS I, II and III levels
- Literary Arts Organizations in the GOS I, II, and III levels

Please contact Jennifer Tsukayama, Performing Arts Director at 602-771-6531 or jtsukayama@azarts.gov for questions related to the following organizations:

- Performing Arts Organizations in the GOS II and III levels

Please contact Ginny Berryhill, Grants and Information Technology Manager at 602-771-6528 or gberryhill@azarts.gov for questions related to EGOR, the Electronics Grants Online Resource.